

FOREIGN BROADCAST INFORMATION SERVICE

P.O. Box 2604  
Washington, D.C. 20013

2 December 1988

[redacted]  
Chief, London Bureau

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Dear Arthur,

The receipt of the final FY-88 FSR from your bureau last week prompted considerable concern and subsequent discussion in this suite of offices. A message was drafted and then, perhaps correctly, withdrawn that reflected this concern, and instead [redacted] chose to discuss the issue with you and Molly on the phone. In view of the circumstances, however, Bob Manners and I feel that some words of admonishment and advice are in order.

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As no doubt Sheila pointed out, the timing of the news that you had not spent \$149K of your FY-88 allocation could not have been worse. Bob, and I to a less degree, have been engaged in an intense campaign to convince our Directorate masters and external reviewers of the integrity of our fiscal management system and our projections. One incident like this, which you will remember from your E&PS days has to be explained upward, just might jeopardize our chances for relief in the future when relief is desperately needed. Again, Bob and I have been very hard on our group managers to live up to their responsibilities in accounting for their resource allocations. The competition within the Directorate and this office for such sums as this letter is addressing is fierce. There must have been dozens of items on the FBIS overall unfunded list that could have been covered by your unspent FY-88 surplus.

You should know that we have gone the extra mile to convince the DS&T staff that this problem was the result of last-minute, retroactive payscale changes and to assure them that we now are on top of the situation. What I'm asking of you and Molly is to assure us that this kind of situation will not occur again in London. Whatever the circumstances, and I know Alma is the principal culprit in this, bureau management has the ultimate responsibility for managing the people who manage the money.

I fully realize that this didn't happen on your shift. Nonetheless, it now falls to you to ensure that procedural steps are taken immediately to correct whatever caused these unacceptably large, late discrepancies for the past two fiscal years.

Sincerely,  
[redacted]

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Deputy Director

cc: C/Ops  
C/E&PS  
PO/RA